


BMC Software Consulting Services

Fermilab Computing Division

Service Catalog & Communications: Policies, Process and Procedures

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GENERAL			
Description	This document establishes the Service Catalog and Communications Processes policies, processes and procedures.		
Purpose	This document provides the necessary steps and details for the Service Catalog Owner to manage the creation and maintenance of the FNAL service Catalog. It also outlines the standard process by which communications for the Computing Division will be managed.		
Applicable to	<i>Service Catalog Management ISO20000 Project – Phase 1</i>		
Supersedes	<i>N/A</i>		
Document Owner	<i>Robert D. Kennedy Service Catalog Owner</i>	Owner Org	<i>FNAL Computer Division</i>
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VERSION HISTORY			
Version	Date	Author(s)	Change Summary
1.0	02/12/2009	David Cole – Plexent	Approved Version of the FNAL Service Catalog & Communications Policies, Processes and Procedures document.

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1. Introduction

This document is intended to provide guidance for any FNAL employee who is designated as the Service Catalog Owner.

The purpose of the Service Catalog is to provide a single source of consistent information on all of the agreed services, and ensure that it is widely available to those who are approved to access it.

The goal of the Service Catalog Management process is to ensure that a Service Catalog is produced and maintained, containing accurate information on all operational services and those being prepared to be run operationally.

It is important to note that the Service Catalog is not a discipline itself, but is, instead, the primary enabler for the Service Level Management discipline. This awareness guided the development of the Service Catalog policies, processes and procedures. For example, the processes and procedures will remain distinct in the Computing Division, and will be maintained separate from Service level Management. The policies, however, will be subsumed into the Service Level Management policies.

The objectives of Service Level Management is to improve IT services by having agreements between the Computing Division and its customers about the services to be delivered, and then to monitor those services for adherence to the agreements. The Service Catalog is a pre-requisite for Service Level Management, since it provides specific details of the delivered services in terminology which the customers understand.

In addition to the process and procedures for managing the Service Catalog itself, the process and procedures for Communications Management are also included. Although these do not pertain only to the Service Catalog deployment initiative, communications is a vital component of any process improvement effort. Because this project is in its first phase, no standard communications process has yet been adopted. It is intended that in later phases of the project, a standard Computing Division Communications Process will be developed and agreed-upon, and at that time, it will be remove from this document; in the meantime, it can provide guidance for each deployment initiative.

1.1 *Document Organization*

The major sections of this document are:

- ❖ Introduction
- ❖ Process Context Diagram Interfacing Process Flow
- ❖ Service Catalog Policies
- ❖ FermiLab Service Catalog Process
 - Service Catalog Process Flow
 - Service Catalog Process Roles and Responsibilities
 - Service Catalog Process Measurements
 - Service Catalog Process Integration Points
- ❖ Manage Service Request Procedure
 - Manage Service Request Procedure Flow
 - Manage Service Request Procedure Rules

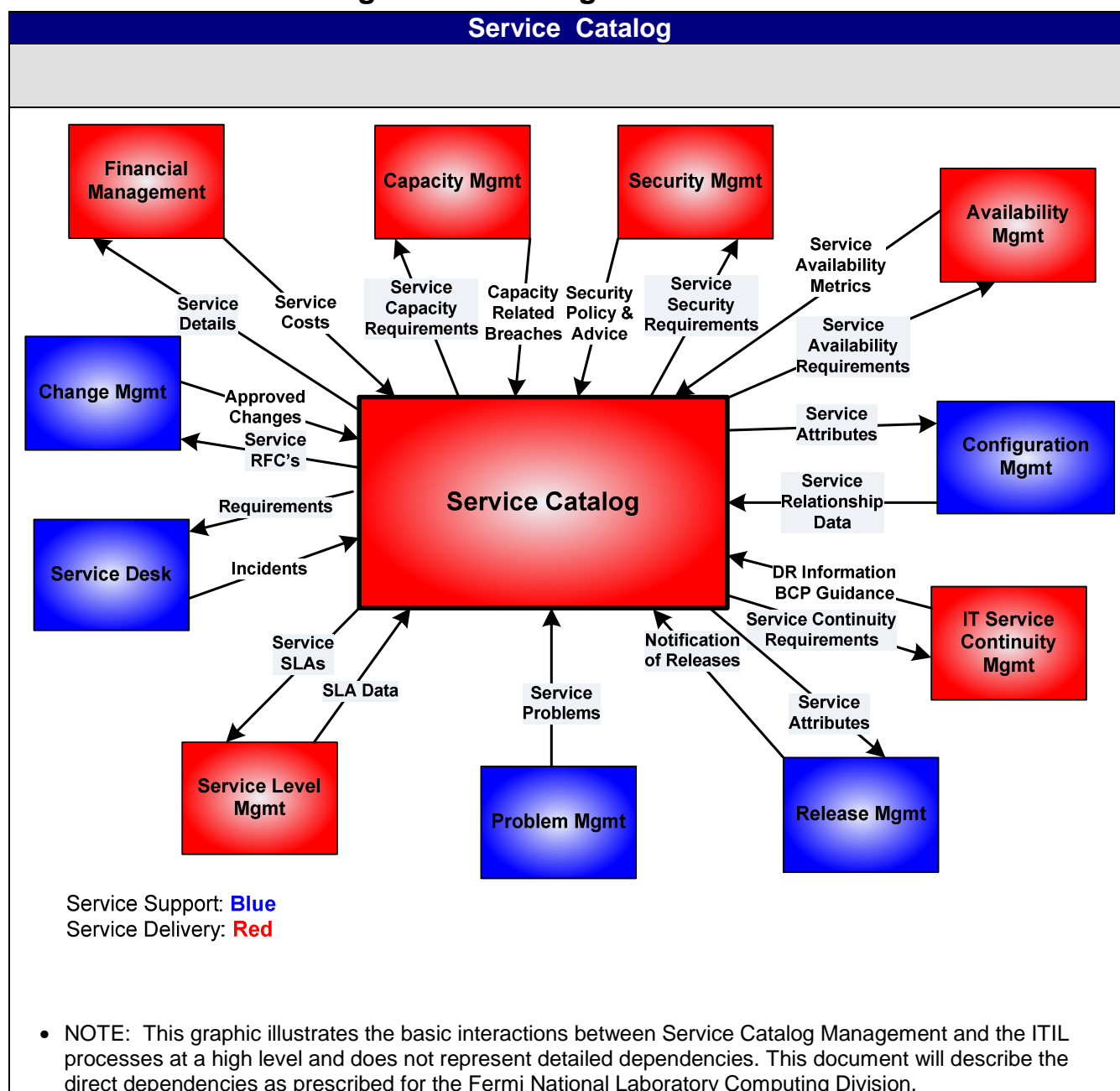
- Manage Service Request Procedure Narrative
- ❖ Manage Service Catalog Procedure
 - Manage Service Catalog Procedure Flow
 - Manage Service Catalog Procedure Rules
 - Manage Service Catalog Procedure Narrative
- ❖ Manage Communications Process
 - Communications Process Flow
 - Communications Process Roles and Responsibilities
 - Communications Process Measurements
 - Communications Process Integration Points
- ❖ Manage Communications Foundation & Maintenance Activities Procedure
 - Manage Communications Foundation & Maintenance Activities Procedure Flow
 - Manage Communications Foundation & Maintenance Activities Procedure Rules
 - Manage Communications Foundation & Maintenance Activities Procedure Narrative
- ❖ Execute Communications Plan Procedure
 - Execute Communications Plan Procedure Flow
 - Execute Communications Plan Procedure Rules
 - Execute Communications Plan Procedure Narrative
- ❖ Appendix 1 – RACI Matrix
- ❖ Appendix 2 – Tools & Repositories
- ❖ Appendix 4 – Communications Plan
- ❖ Appendix 5 – Forms and Templates

1.2 Service Catalog Deployment Evolution

- This phase of the ISO20000 Project develops the preliminary steps for what the Service Catalog will eventually become. The basic structure for Computing Division Services has been defined as have the Classic IT Services provided by the Division. This preliminary data will be loaded into the BMC Atrium Configuration Management Database (CMDB).
- In later phases as the BMC Service Request Module is deployed, much more granular detail about each service will be defined and documented. Included in the information which will be developed at that time will be such things as detailed descriptions of the standard or core service, along with various service tiers if appropriate. Standard Support Hours for each service will also be defined and documented.
- One of the efforts for Phase 2 of the project is the development and deployment of Service Level Agreements between Computing Division teams and customers of the various services. Once agreements are in place, monitoring of the services will be required to ensure adherence to the agreed-upon service levels. The monitoring efforts will allow for much more accurate data in terms of where improvements in the service delivery can be realized. That data can be used to enhance the service

definitions in the Service Catalog. Deployment of the BMC Service Level Management, in tandem with an effective Service Level management process and procedures, will enhance Computing Division's ability to track compliance with agreed-upon service levels, and to proactively manage situations where breaches of those Service Levels are possible.

2. Process Context Diagram Interfacing Process Flow



3. FermiLab Service Catalog Policies

A policy is an official statement of a position, plan or course of action established by an identified sponsoring authority, which is designed to influence, to provide direction and to determine decisions and actions with regard to a specific topic.

The policies are used as a guide when creating or modifying any component of a service.

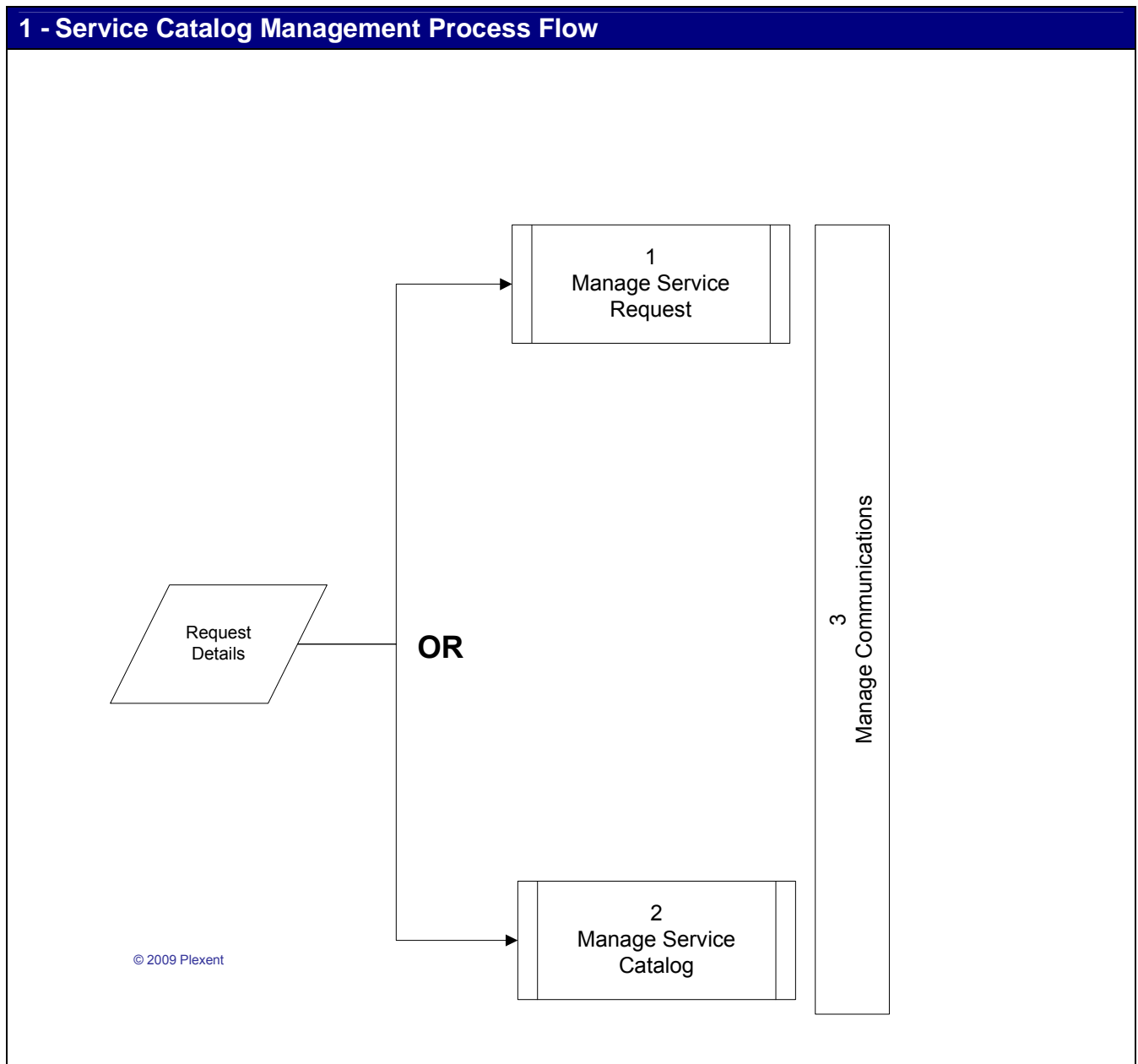
The Service Catalog policies will be incorporated into the Service Level Management Policies as they are developed.

The policies for the Service Catalog Management then, are as follows:

- Formal processes, procedures, and guidelines will be documented, consistently followed, and enforced for the Service Catalog Management process.
- A Service Catalog will be developed and maintained to list all of the services being provided by the Computing Division, a summary of their characteristics and details of the Customers and maintainers of each.
- SLAs will be established for services being provided by the Computing Division.
- The Services will be monitored with Management Reports created monthly and reported to the full range of business and CD stakeholders.
- Service Improvement Procedures will be invoked when appropriate.

4. Fermilab Service Catalog Management Process

4.1 Service Catalog Management Process Flow



4.2 Service Catalog Management Process Roles & Responsibilities

Service Catalog & Communications Management Process Roles and Responsibilities	
Role	Responsibilities
Service Catalog Owner	<ul style="list-style-type: none"> • Drive the efficiency and effectiveness of the Service Catalog Management process. • Produce management information, • Monitor the effectiveness of the Service Catalog and make recommendations for improvement, • Develop and maintain the Service Catalog, • Monitor the status and progress of Service Catalog related Incidents, • Keep affected users informed about changes in the Service Catalog, • Maintain relationships with Service Owners to ensure the continued accuracy of the Service Catalog. • Work closely with the Service Level Manager to ensure that the current approved Service Catalog reflects the Computing Division's current service offerings.
Service Level Manager	<ul style="list-style-type: none"> • Define, implement and manage a formal SLM process • Act as the primary interface between the customer and the IT services supply organization, for the definition, negotiation, agreement, monitoring, reporting and review of the service levels. • Ensure that SLM interfaces properly with other management processes. • Provide approval to changes in the CD Service Catalog. • Provide management reporting on the service level achievements for services provided by the Computing Division. • Monitor performance on an on-going basis to ensure that defined performance standards are met, • Provide input to Service Owners for the performance requirements for a new or changed service.
Service Owner	<ul style="list-style-type: none"> • Ultimately responsible for the overall quality of the service, • Maintain the processes by which the service is deployed and maintained, • Monitor the service and coordinate efforts to improve it, • Monitor incidents related to the service, • Act as the central point of contact for customers and users of the service, • Define, negotiate and manage OLA's, and UC's associated with the service. • Oversees the activities of the Infrastructure Team.
Capacity Manager	<ul style="list-style-type: none"> • Maintain the processes by which the capacity is managed, • Produce the Capacity Plan for the Computing Division, • Monitor capacity on an on-going basis to ensure that capacity-related incidents are prevented, • Provide input to Service Owners for the capacity requirements for a new or changed service, • As requested, analyze and plan capacity for new or changed services.
Infrastructure Team	<ul style="list-style-type: none"> • Participate as a member of the team which together plans, deploys, and maintains a service, • Provide input as required in the planning of the service, as well as in the resolution of

Service Catalog & Communications Management Process Roles and Responsibilities	
Role	Responsibilities
	service incidents. Note: Membership on the Infrastructure Team varies according to the service itself.

4.3 Service Catalog Process Measurements

Service Catalog Process Measurements				
Key Performance Indicators	Frequency	Upper/Lower Control Limits	Objective	Data Capture
The number of services recorded and managed within the Service Catalogue as a percentage of those being delivered and transitioned in the live environment	Monthly		To ensure that the Computing Division Service Catalog is the comprehensive source of information about all services being provided to all users.	Computing Division Service Catalog CMDB Listing Current listing of all services being provided by Computing Division personnel
The number of variances detected between the information contained within the Service Catalogue and the 'real-world' situation	Monthly		To ensure that the Service Catalog is accurate in terms of the services being provided by the Computing Division. To ensure that the services which are delivered conform to the currently approved Service Catalog. Note: The Service Level Manager would ultimately be responsible for defining the variances and tolerances, but the Service Catalog Owner can initiate the actions to define current acceptable limits, and those limits can be refined over time.	SLA reports Service Catalog Listing
Service Catalog Contents	Monthly		To ensure that steady progress is being made in terms of the amount of information being stored in the Service Catalog for each service	Current Service Catalog Contents Listing Historical Service Catalog Contents Listing

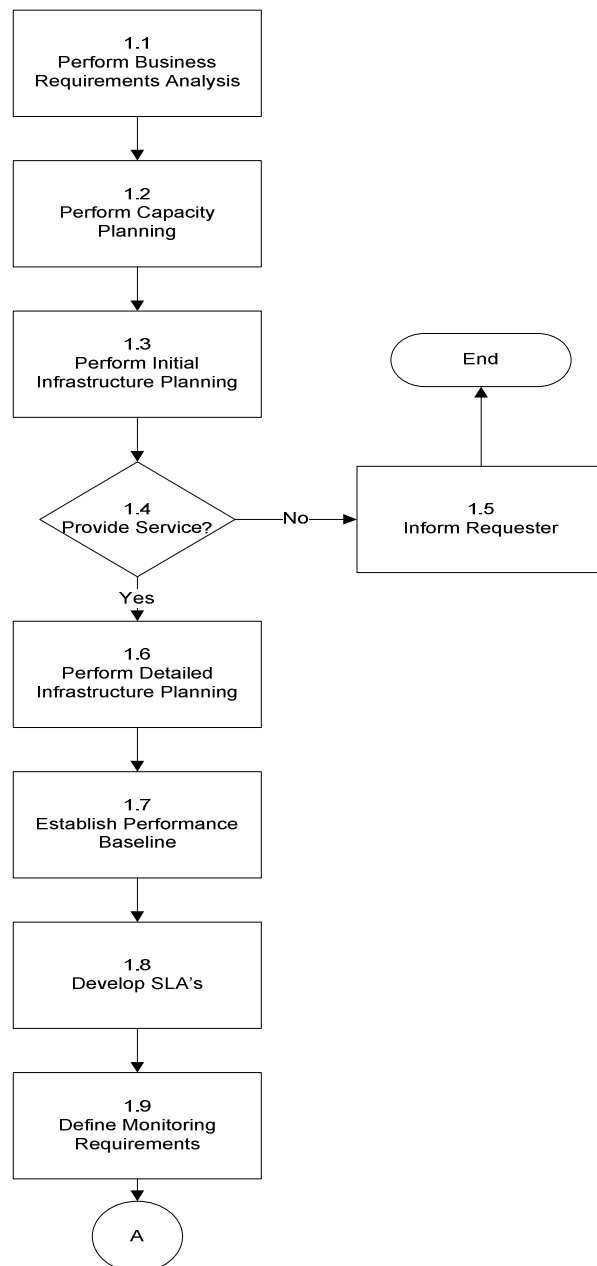
4.4 Service Catalog Process Integration Points

Process Integration Points			
Process		Process	Information
• Capacity Management	• to	• Service Catalog	Capacity-related service breaches
• Security Management	• to	• Service Catalog	• Security policy • Security advice
• Availability Management	• to	• Service Catalog	• Service Availability Metrics
• Configuration Management	• to	• Service Catalog	• Service relationship data
• IT Service Continuity Management	• to	• Service Catalog	• Business Continuity Plan. • Disaster recovery advice
• Release Management	• to	• Service Catalog	Notification of Service Release.
• Problem Management	• to	• Service Catalog	• Service problems
• Service Level Management	• to	• Service Catalog	• SLA Data
• Service Desk	• to	• Service Catalog	• Incident information and records.
• Change Management	• to	• Service Catalog	• Approved Changes.
• Financial Management	• to	• Service Catalog	• Service Cost data.
•	•	•	
• Service Catalog	• to	• Capacity Management	• Service Capacity Requirements
• Service Catalog	• to	• Security Management	• Service Security Requirements
• Service Catalog	• to	• Availability Management	Service Availability Requirements
• Service Catalog	• to	• Configuration Management	Service Attributes
• Service Catalog	• to	• IT Service Continuity Management	Service Continuity Requirements
• Service Catalog	• to	• Release Management	Service Attributes
• Service Catalog	• to	• Service Level Management	Service SLAs
• Service Catalog	• to	• Service Desk	Requirements
• Service Catalog	• to	• Change Management	Service RFCs
• Service Catalog	• to	• Financial Management	Service Details

5. 1 - Manage Service Request Procedure

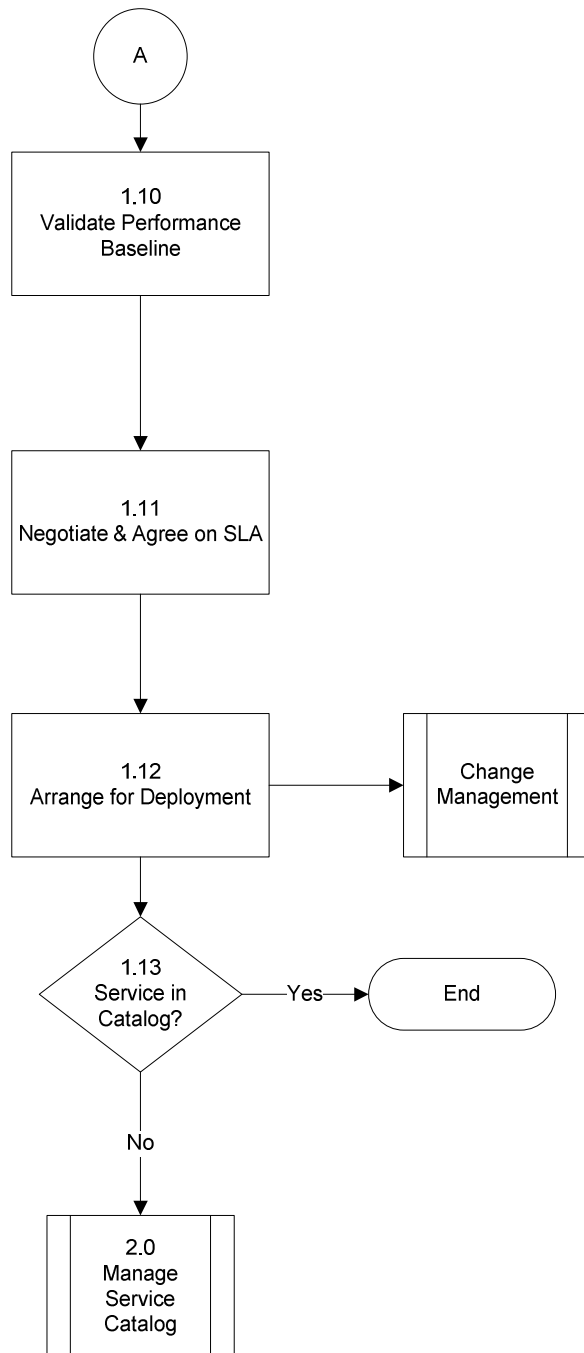
5.1 Manage Service Request Process Flow

1.1 - Manage Service Request Procedure – Page 1 of 2



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1 - Manage Service Request Procedure – Page 2 of 2



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5.2 *Manage Service Request Procedure Rules*

Manage Service Request Procedure Rules	
Triggers	<ul style="list-style-type: none"> A request from a user to the CD team for a service
Inputs	<ul style="list-style-type: none"> A completed Service Request, including all details required to analyze the request and to plan for the service provision.
Outputs	<ul style="list-style-type: none"> The provision of the service for which the request was submitted, OR A note to the requester, explaining why the service cannot be provided
General Comments	The purpose of this procedure is to ensure that service is provided within the parameters which will allow Computing Division personnel to meet or exceed defined service levels, and to establish the mechanisms by which the quality of the service can be monitored and measured.

5.3 *Manage Service Request Procedure Narrative*

Manage Service Request Procedure Narrative		
Step	Responsible Role	Action
1.1	Service Owner	<ul style="list-style-type: none"> Perform an analysis to ensure a comprehensive understanding of the business need for which the Service Request was submitted. Document the business requirements and obtain agreement from the requester for the requirements.
1.2	Capacity Manager	<ul style="list-style-type: none"> Perform the analysis required to determine the capacity impacts of fulfilling this service request. Document the capacity impacts, including the specific teams and components which will be impacted.
1.3	Infrastructure Team	<ul style="list-style-type: none"> Perform an initial analysis of the requirements and impacts on the various infrastructure components which will be required to deliver the requested service. Document any real or potential issues associated with fulfilling the request for service. Submit the analysis results and issues list to the Service Owner.
1.4	Service Owner	<ul style="list-style-type: none"> Is the Computing Division able and willing to provide the requested service? <ul style="list-style-type: none"> If YES, proceed to 1.6. If NO, proceed to 1.5.
1.5	Service Owner	<ul style="list-style-type: none"> Inform the requester that the Computing Division is unable to provide the requested service at this time.

Manage Service Request Procedure Narrative

Step	Responsible Role	Action
		<ul style="list-style-type: none"> Explain the reasons why the service cannot be provided as requested. End the process.
1.6	Infrastructure Team	<ul style="list-style-type: none"> Perform the detailed planning activities required to deploy the service. Ensure that among the activities are sessions where the members of all impacted infrastructure groups communicate the details of their planning so that all are aware of potential issues.
1.7	Capacity Manager, Infrastructure Team, Service Level Manager	<ul style="list-style-type: none"> The Performance Manager, The Capacity Manager and the members of the Infrastructure Team for the service will establish the performance standard against which future performance will be compared and measured. Document the specific details of the baseline, so that any changes in the infrastructure can be compared when establishing a future baseline.
1.8	Service Owner	<ul style="list-style-type: none"> Create the SLA for this service for this particular customer. Note any changes from the standard CLA for the service. Document the responsibilities of the customer, as well as those of the CD Service Team.
1.9	Service Owner	<ul style="list-style-type: none"> Determine precisely what should be monitored for this service to establish whether or not Service Levels are being met. Ensure that there is capability within the current to perform the required monitoring.
1.10	Service Level Manager	<ul style="list-style-type: none"> With personnel different than the team which established the baseline, validate that the performance criteria arrived on are accurate, attainable, and measurable. Indicate that the performance baseline has been validated. If the baseline is not valid, return to Activity 1.7, and repeat until successful.
1.11	Service Owner	<ul style="list-style-type: none"> Sit down with the Customer, discuss the SLA, and arrive at an agreement. Agree, as well, on the time during which the SLA will be in effect prior to a review. Note: This is not to say that the SLA must be changed during the review cycle, merely that it is discussed to ensure that all terms are still valid. Changes to Service Levels will always result in some impact on the SLA, so an out-of-cycle review might sometimes be required.
1.12	Service Owner	<ul style="list-style-type: none"> Communicate the deployment requirements to the team within CD which will actually perform it. The deployment itself must always be managed under formal Change Management and, if required, Release Management.

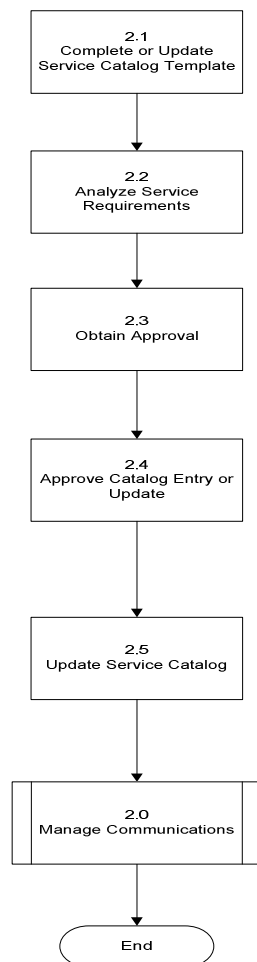
Manage Service Request Procedure Narrative

Step	Responsible Role	Action
1.13	Service Catalog Owner	<ul style="list-style-type: none">• IS this service in the currently-approved Computing Division Service Catalog?<ul style="list-style-type: none">• If YES, end this process.• If NO, Proceed to 2.0 – Manage Service Catalog.

6. 2 - Manage Service Catalog Procedure

6.1 *Manage Service Catalog Procedure Flow*

2 - Manage Service Catalog Procedure



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6.2 *Manage Service Catalog Procedure Rules*

Manage Service Catalog Procedure Rules	
Triggers	<ul style="list-style-type: none"> Request for new entry in Service Catalog OR Request for a change in a currently approved Service Catalog entry
Inputs	<ul style="list-style-type: none"> Request for a Service not currently in the CD Service Catalog OR Request for a change in the information in the current Service Catalog OR A Request to add a new service to the CD Service Catalog
Outputs	<ul style="list-style-type: none"> A new or modified record in the CD Service Catalog Communications about the new or changed service
General Comments	The purpose of this procedure is to ensure that the contents of the Computing Division Service Catalog are maintained according to a standard procedure which will ensure its accuracy.

6.3 *Manage Service Catalog Procedure Narrative*

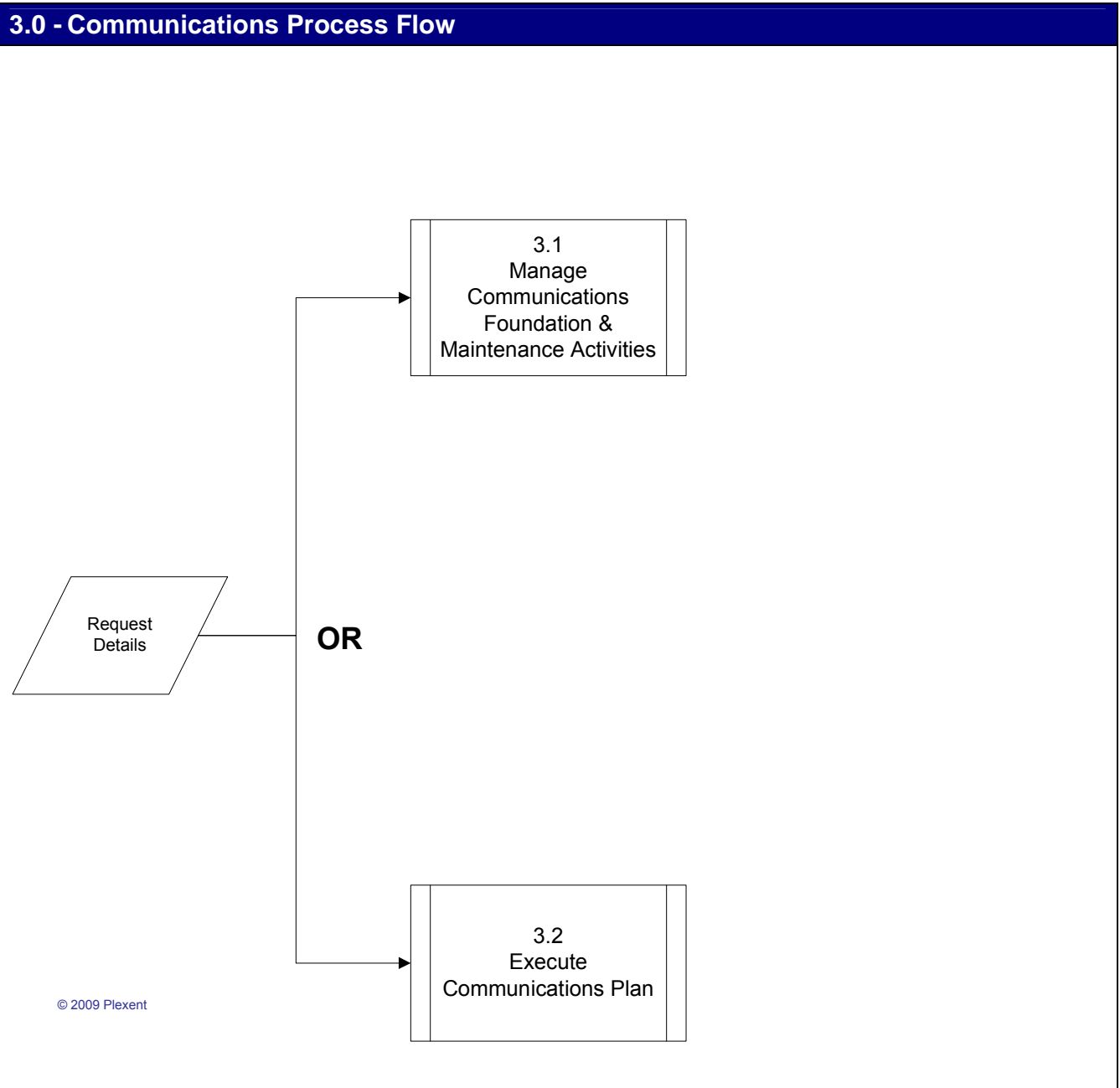
Manage Service Catalog Procedure Narrative		
Step	Responsible Role	Action
2.1	Service Catalog Owner	<ul style="list-style-type: none"> Ensure that all information required to initiate work on the request for a new Service Catalog entry or an update to an existing Service Catalog entry is supplied. If further information is required, contact the requester to obtain it.
2.2	Service Catalog Owner	<ul style="list-style-type: none"> Analyze precisely what requirements there are for the service. This could involve contacting the Service Owner to ensure accuracy. Document the Service Requirements and validate them with the Service Owner.
2.3	Service Catalog Owner	<ul style="list-style-type: none"> Submit the details of the request, as well as the results of the Service Requirements Analysis to the Service level Manager for Approval.
2.4	Service Level Manager	<ul style="list-style-type: none"> Define, implement and manage a formal SLM process Act as the primary interface between the customer and the IT services supply organization, for the definition, negotiation, agreement, monitoring, reporting and review of the service levels. Ensure that SLM interfaces properly with other management processes. Provide approval to changes in the CD Service Catalog. Provide management reporting on the service level achievements for services provided by the Computing Division.

Manage Service Catalog Procedure Narrative

Step	Responsible Role	Action
2.5	Service Catalog Owner	<ul style="list-style-type: none">Add the new record to the Service Catalog, or update the existing record to reflect the approved changes.
2.6	Service Catalog Owner	<ul style="list-style-type: none">Execute the Communications Process to ensure that all appropriate parties are aware of the changes to the Service Catalog.

7. 3 – Fermilab Manage Communications Processes

7.1 *Manage Communications Process Flow*



7.2 Communications Process Roles & Responsibilities

Communications Process Roles and Responsibilities	
Role	Responsibilities
Service Owner	<ul style="list-style-type: none"> • Ultimately responsible for the overall quality of the service, • Maintain the processes by which the service is deployed and maintained, • Monitor the service and coordinate efforts to improve it, • Monitor incidents related to the service, • Act as the central point of contact for customers and users of the service, • Define, negotiate and manage SLA's, OLA's, and UC's associated with the service. • Submit a request for communications prior to the deployment of a new or changed service.
Service Level Manager	<ul style="list-style-type: none"> • Define, implement and manage a formal SLM process • Act as the primary interface between the customer and the IT services supply organization, for the definition, negotiation, agreement, monitoring, reporting and review of the service levels. • Ensure that SLM interfaces properly with other management processes. • Provide approval to changes in the CD Service Catalog. • Provide management reporting on the service level achievements for services provided by the Computing Division.
Communications Manager	<ul style="list-style-type: none"> • Produce and maintain the Communications process and procedures for the Computing Division. • Monitor organizational communications to ensure that all CD personnel follow the approved process and procedures. • Manage the communications for the Computing Division • Produce management reports on CD communications.
Communications Team	<ul style="list-style-type: none"> • Work with the Communications Manager to produce requested communications • Work to produce or update the standard Communications Plan, or to update the current plan as required • Note: This role would not be full-time, and membership on the team would vary according to the availability of members, and to suit the communications vehicle being used to address a current request.

Note: For further information on the Communications Plan, Refer to Appendix D – Communications Plan

7.3 Communications Process Measurements

Communications Process Measurements			
Key Performance Indicators	Frequency	Objective	Data Capture
Incidents reported as a result of faulty communications	Monthly	Objective: To lessen the number of incidents by ensuring that all impacted parties are aware of changes which impact them	Remedy Incident Data
Percentage of communications which were managed through the CD approved Communications process	Monthly	Objective: To standardize the communications within the Division. In that way, the effectiveness of the process can be monitored and improvement opportunities can be identified.	Total Division Communications Total Communications managed by Communications Team

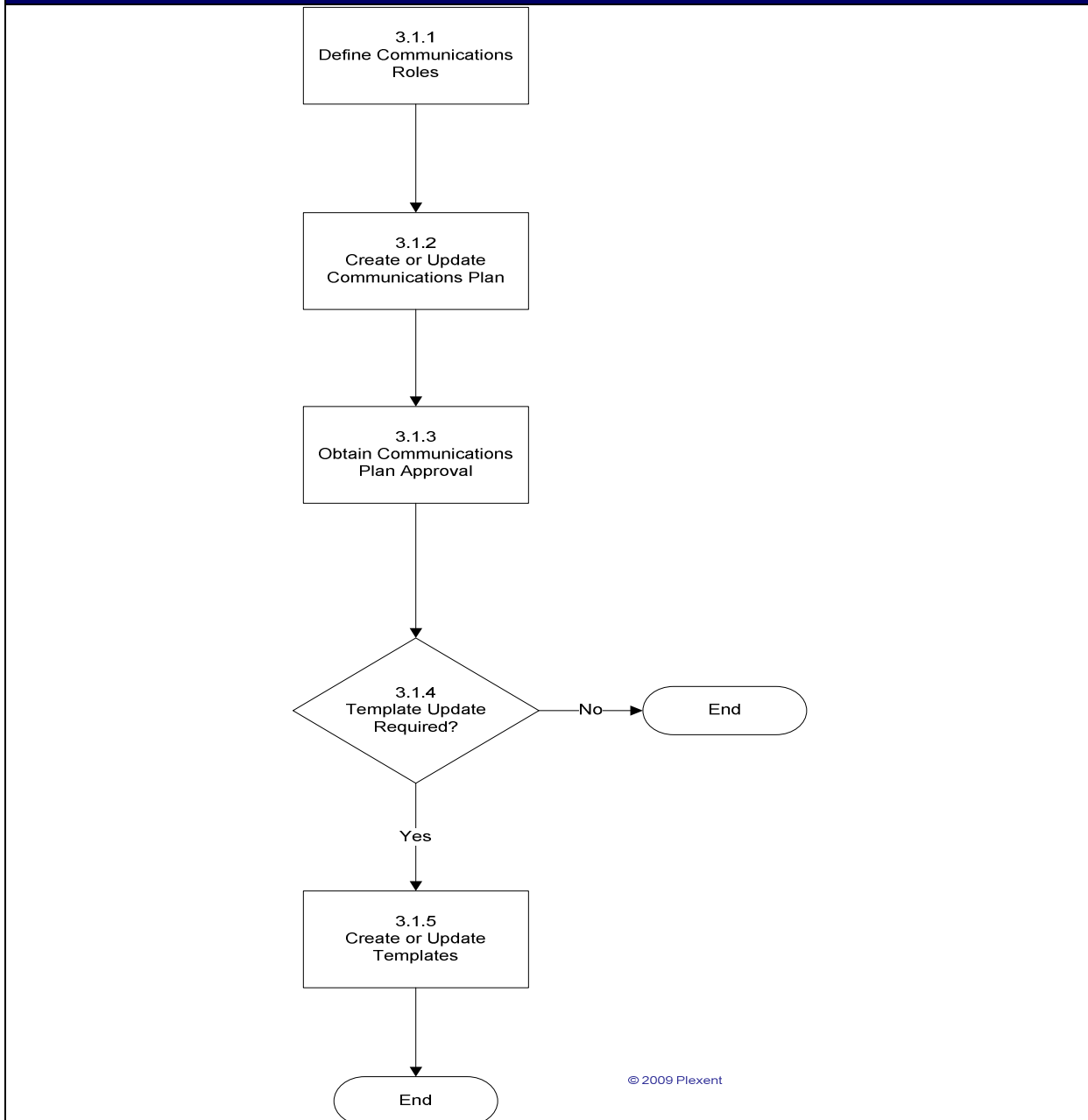
7.4 Communications Process Integration Points

Process Integration Points			
Process		Process	Information
<ul style="list-style-type: none"> Communications Process 	<ul style="list-style-type: none"> to 	<ul style="list-style-type: none"> All other ITSM processes 	<ul style="list-style-type: none"> Information about the effectiveness of the Communications Process
<ul style="list-style-type: none"> All other ITSM processes 	<ul style="list-style-type: none"> to 	<ul style="list-style-type: none"> Communications Process 	<ul style="list-style-type: none"> Requests for communications Suggestions for improving communications effectiveness

8. 3.1 - Manage Communications Foundation & Maintenance Activities

8.1 *Manage Communications Foundation & Maintenance Activities Procedure Flow*

3.1- Manage Communications Foundation & Maintenance Activities



8.2 *Manage Communications Foundation & Maintenance Activities Procedure Rules*

Manage Communications Foundation & Maintenance Activities Procedure Rules	
Triggers	<ul style="list-style-type: none"> A request to create or update the communications plan for the Computing Division, OR A request to create or update a communications template.
Inputs	<ul style="list-style-type: none"> A request to create a Communications process and plan for the Computing Division OR A request for an update to the CD standard Communications process or procedures OR A request for a new Communications Template or an update to an existing template
Outputs	<ul style="list-style-type: none"> A Communications Plan OR A new or update communications template
General Comments	The purpose of this procedure is to ensure that CD communications are managed efficiently, effectively, and economically by creating and maintaining a standard communications process and plan.

8.3 *Manage Communications Foundation & Maintenance Activities Procedure Narrative*

Manage Communications Foundation & Maintenance Activities Procedure Narrative		
Step	Responsible Role	Action
3.1.1	Communications Manager	<ul style="list-style-type: none"> Define the roles which will be required within the Computing Division to effectively manage Division communications. Included within these roles will typically be a Communications Manager who will oversee the process and plan, and will be accountable for its effectiveness, a communications team which can be formed when required to produce the actual communications, and a submitter (usually the Service Owner or the Service Level Manager). As part of the roles definition exercise, a list of the specific responsibilities for each role will be documented, including those of the submitter.
3.1.2	Communications Manager	<ul style="list-style-type: none"> Create the plan by which CD communications will be executed, or, if there is already a plan, update it as required. Usually this creation or update will be accomplished by a group under the direction of the Communications Manager.
3.1.3	Communications Manager	<ul style="list-style-type: none"> Go to the appropriate group within CD, typically working with the Service Level Manager, for approval of the new or updated Communications plan. Should there be requirements for changes, repeat 3.1.2 and 3.1.3 until approval is granted.

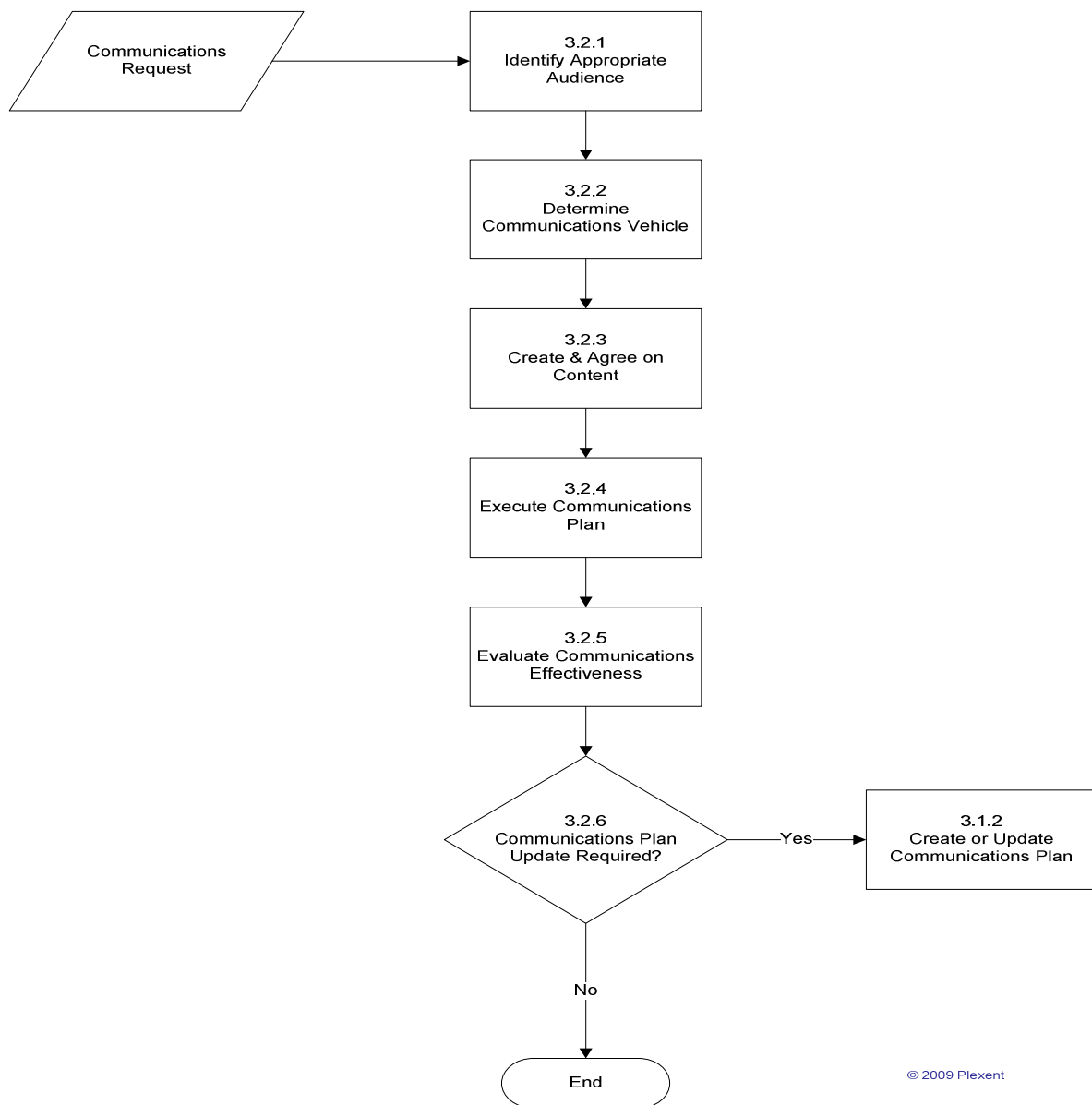
Manage Communications Foundation & Maintenance Activities Procedure Narrative

Step	Responsible Role	Action
3.1.4	Communications Manager	<ul style="list-style-type: none">Is an update to a Communications Template required?<ul style="list-style-type: none">If YES, proceed to 3.1.5.If NO, end this procedure.
3.1.5	Communications Manager	<ul style="list-style-type: none">Working with the Communications Team, create the new Communications template, or update the existing template as required.

9. 3.2 - Execute Communications Plan Procedure

9.1 *Execute Communications Plan Procedure Flow*

3.2 - Execute Communications Plan



9.2 *Execute Communications Plan Procedure Rules*

Execute Communications Plan Procedure Rules	
Triggers	<ul style="list-style-type: none"> A request for communication from a group within the Computing Division to either other groups within the Division, or to groups outside of the Division
Inputs	<ul style="list-style-type: none"> A completed Communications Request form.
Outputs	<ul style="list-style-type: none"> Communication executed as requested, AND Acknowledgment that the communication is complete
General Comments	The purpose of this procedure is to ensure that all Divisional communications follow the approved Communications Plan, ensuring consistency both in the message and in the methods used for the communications.

9.3 *Execute Communications Plan Procedure Narrative*

Execute Communications Plan Procedure Narrative		
Step	Responsible Role	Action
3.2.1	Communications Manager, Requester	Determine the appropriate audience for the requested communications.
3.2.2	Communications Manager, Communications Team	<ul style="list-style-type: none"> Based primarily on the audience for the communications, evaluate which communications vehicle would best suit the present communications.
3.2.3	Communications Team	<ul style="list-style-type: none"> Using the chosen vehicle, create the initial version of the message to be conveyed. Submit the message to the Communications Manager who will manage the approval with the requester.
3.2.4	Communications Manager, Communications Team	<ul style="list-style-type: none"> Disseminate the message to the selected audience, using the approved vehicle
3.2.5	Communications Manager	<ul style="list-style-type: none"> Evaluate the communications for effectiveness, efficiency, and economy. Record the results of the evaluation.

Execute Communications Plan Procedure Narrative

Step	Responsible Role	Action
3.2.6	Communications Manager	<ul style="list-style-type: none">Based on the evaluation of the communications, is an update to the approved Communications Plan required?<ul style="list-style-type: none">If YES, go to 3.1.2.If NO, end this procedure.

Appendix A – RACI Matrices

The RACI diagram splits tasks into four participatory responsibility types, which are then assigned to different roles in the project or process. These responsibilities types make up the acronym *RACI*.

- **Responsible** - Those who do work to achieve the task. The role of Responsible includes Support, which is to provide resources to complete the task.
- **Accountable** - (Also Approver or final Approving authority) those who are ultimately accountable to the correct and thorough completion of the task. Accountable is the one to whom "R(s)" are accountable. In other words, A must sign off (Approve) on work that R provides. There must be only one **A** specified for each task. The role of Accountable may include Responsible. In other words, it is not unusual that the one who is Accountable for a task is also Responsible to do the work to achieve the task.
- **Consulted** - Those whose opinions are sought. Two-way communication.
- **Informed** - Those who are kept up-to-date on progress. One-way communication.

Very often the role specified as "accountable" is also specified "responsible." Outside of this exception, it is generally recommended that each role in the project or process for each task receive at most one of the participatory role types. Although some companies and organizations do allow, for example, double participatory types, this generally implies that the roles have not yet been truly resolved and so impedes the value of the RACI approach in clarifying each role on each task.

	Primary Roles in Process
	Primary Interactions
	Secondary Roles

Service Catalog RACI Chart

Activity	Service Owner	Capacity Manager	Infrastructure Team	Service Catalog Owner	Performance Manager
1.0 – Manage Service Request					
1.1 - Perform Business Requirements Analysis	A		C		
1.2 - Perform Capacity Planning	I	A	R		C
1.3 - Perform Initial Infrastructure Planning	I	C	A		C
1.4 - Provide Service? (Decision)		C	R	C	C
1.5 - Inform Requester			A		
1.6 - Perform Detailed Infrastructure Planning	I	C	A		C
1.7 - Establish Performance Baseline	I	C	R		A
1.8 - Develop SLA's	A	C	C		C
1.9 - Define Monitoring Requirements	A	C	R		C

1.10 - Validate Performance Baseline	I	C	C		A
1.11 - Negotiate & Agree on SLA's	A	C	C		C
1.12 - Arrange for Deployment	A	C	R		C
1.13 - Service In Catalog? (Decision)				A	
	Service Owner	Capacity Manager	Service Level Manager	Service Catalog Owner	Performance Manager
2.0 – Manage Service Catalog					
2.1 – Complete or Update Service Catalog Template	I			A	
2.2 – Analyze Service Requirements	A		I	A	
2.3 – Obtain Approval			I	A	
2.4 – Approve Catalog Entry or Update	I		A		
2.5 – Update Service Catalog	I		I	A	

Communications RACI Chart

Activity	Requester	Communications Manager	Communications Team
3.1 – Manage Communications Foundation & Maintenance Activities			
3.1.1 – Define Communications Roles		A	C
3.1.2 – Create or Update Communications Plan	I	A	R
3.1.3 – Obtain Communications Plan Approval		A	
3.1.4 Template Update Required? (Decision)		A	C
3.1.5 – Create or Update Templates	I	A	R
3.2 – Execute Communications Plan			
3.2.1 – Identify Appropriate Audience	C	A	C
3.2.2 – Determine Communications Vehicle	I	A	R
3.2.3 – Create & Agree on Content	C	A	R
3.2.4 – Execute Communications Plan	I	A	R
3.2.5 – Evaluate Communications Effectiveness	I	A	R
3.2.6 – Communications Plan Update Required? (Decision)		A	C

Appendix B – Tools & Repositories

Service Catalog Tools & Repositories

- The tool which will be used to maintain the Computing Division Service Catalog will be the BMC Atrium tool.
- The Service Catalog itself will be stored in the BMC Atrium Configuration Management Database (CMDB).
- As the catalog matures, the tool and repository will allow for capturing relationships among Configuration Items (CI's), with the eventual objective of having a comprehensive view of all infrastructure components required to deliver any service, including hardware, applications, other services, and external suppliers.

Communications Tools and Repositories

- The tools used in the execution of the Communications Process will vary according to the medium being used in a specific instance.
-
- The repositories, too, will vary, depending on the specific Tool being used.
-
- For a comprehensive list of regular and ad hoc communications, an Excel Spreadsheet could be used, with the spreadsheet itself being a record in the CMDB.

Appendix D – Communications Plan

Communication Plan

The ITIL Implementation will bring into alignment all Service Management offerings provided by Computing Division. In order for the process and procedures to be executed effectively and efficiently, the following communication plan will identify all ad-hoc and on-going communication required.

Key messages:

Through *Incident Management* Incidents are resolved faster and with reduced accelerator operations impact
By documenting and eliminating Errors, *Problem Management* improves IT service quality and management
Problem Management also enhances everyone's knowledge of the environment with trend analysis reports that help prevent new Incidents

Through *Availability Management* the customer's IT business requirements are assessed, planned for and met
Capacity Management ensures that upgrades to IT performance and capacity address current and forecast business needs across the enterprise

Service Level Management ensures that service levels are negotiated between the Computing Division and its customers, and that once those agreements are agreed upon, the service levels are monitored, measured and reported upon on a regular basis.

Overall, ITIL-based IT Service Management will lead to:

Sustained availability of the Computing Division and Scientific and Research services
Measurably improved quality of Computing Division services over time

Approach: This plan details tasks that apply generally to all ITIL processes as well as specifically to the Incident Management Process. The plan assumes that there will be a combination of face-to-face training/meeting events and broadcast communications designed to both increase awareness of the processes among stakeholders and to ensure high performance of the new processes among key service delivery staff.

Goals of the Communication Plan:

- Encourage participation of the target audiences:
 - Service Delivery Staff
 - Transformation Teams
 - Agency Application Support Staff
- Coordinate communication that facilitates:
 - Effective use of all related ITIL tools
 - Good management decisions, plans & activities
- Timely infrastructure changes which minimally impact end-users

Sample Communications Listing

#	Activity	Timing	Responsible Party	Target Audience	Purpose
1	Service Catalog Progress Report	Monthly	Service Catalog Owner	Computing Division	To illustrate the progress being made in terms of

#	Activity	Timing	Responsible Party	Target Audience	Purpose
					services listed in the Catalog as a percentage of the total services being provided by the division
2	Service Catalog Variance Report	Monthly	Service Catalog Owner	Computing Division	To illustrate the number of variances detected between the information contained within the Service Catalogue and the 'real-world' situation
3	Service Catalog Contents Report	Monthly	Service Catalog Owner	Computing Division	To highlight the progress being made in terms of the comprehensiveness of the information in the Catalog associated with each service
4	Communications Exception Report	Monthly	Communications Manager	Computing Division	To illustrate the reasons for following the approved communications procedures as a means of lowering risk
5	Communications Progress Report	Monthly	Communications Manager	Computing Division	To highlight the progress being made in the adoption by the Computing Division of the standard communications procedures

Each type of communication has a specific focus; however, a common approach can be taken to define and formulate the specific communication activities. The steps listed below formulate the approach to be taken to compose those activities:

Activities	
Step 1 – Formulation	Formulate goals and objectives of communication Formulate core message Identify all parties involved Integrate with existing communications forums
Step 2 – Analysis	Determine available and acceptable communication media Determine communication culture and define acceptable approach Determine existing knowledge of subject in the environment
Step 3 – Identification	Determine key interest groups related to the subject of the campaign Determine communication objectives per interest group Determine the key messages from each interest group's perspective
Step 4 – Definition	Select the most appropriate media for communication from: Direct Media – such as workshops, Focus Group discussions, or individual presentations Indirect Media – such as the Intranet, lectures or newsletters
Step 5 – Planning	Define a plan that links important points in the subject of the communication (e.g. milestones in a project) to communication activities, and media Determine the communication audience and resources Determine the review criteria for successful communication Obtain formal management support for the plan
Step 6 – Implementation	Perform communication activities as per plan Manage the plan and safeguard it Ensure production and distribution of materials is effective and as per plan Continually gauge reaction to the approach and messages
Step 7 – Evaluation	Monitor reactions to the communication approach throughout the delivery of the plan and adjust the plan if necessary Determine during the effects of the campaign using the review criteria established in step 5

The following types of communication are available:

Communication Type	Examples of usage
Escalations	To initiate (or trigger) actions To gain required resources (people, information, budget etc.)

Notifications	To communicate operational process information To promote team awareness
Controlled Documents	To communicate process descriptions/instructions To communicate reports

Each of the above types of communication can be delivered via one or more of the following mediums:

Communication Medium	Examples of Usage	Communication Type
Email	Individual email messages Group email messages	Notification Escalations Reports
Verbal	Formal and informal meetings Presentations Telephone calls	Notifications Escalations
Documentation	Updated process documents Issued Project documentation Implementation and back-out plans	Controlled Documents
Reports	Test results Development progress	Controlled Documents Notifications
Service Management tool	Escalation Status changes	Automated Notification

Interim Steps

- Until a Standard Communications Plan is adopted by the Computing Division, it will still be necessary to ensure that all potential customers for CD services are aware that there is now a Service Catalog, at least in an initial form.
- The first step in communicating this information will be to identify all of the appropriate audiences.
- Some suggested ways by which the communications can be managed include:
 - A pamphlet, explaining the Service Catalog, both in its current form, and the plans for its evolution. This pamphlet could be combined with the one which will announce the deployment of the new BMC Remedy tool, along with a general explanation of how it will be accessed.
 - An email generated by the CD Team with a Distribution List which will include all of the appropriate Customer Groups.

Appendix E – Forms and Templates

Service Request Template



Service Request Form

Requester Name: _____

Requester Division: _____

Service Requested: _____

Service Owner: _____

Activity Name: _____

Requested Start Date: _____

Requested Support Hours: _____

Service Details (Outside of normal service): _____

Communications Request Template



Communications Request Form

Requester Name: _____

Requester Group: _____

Communication Type: _____

Contact Name: _____

Activity Name: _____

**Requested
Communications Date:** _____

Target Audience: _____

**Requested Iteration
(Repetitions):** _____

Communication Details _____

Appendix F – Related Documents

Appendix A – Related Documents	
Document Name	Relationship
Fermilab Service Catalog & Communications Policies, Process & Procedures	Process
Fermilab Service Catalog Business Requirements Document	Requirements